

BEST-PRACTICE GUIDE · TRANSFORM

Phase 02 — Plan

From roadmap to a steerable transformation program

The Plan phase converts the strategic roadmap into a steerable program: value streams are sequenced into releases and iterations, capacity and skills are planned, risks are managed, and success is anchored through OKRs and value metrics.

Goal of the phase

The phase delivers an approved program plan with release cuts, a capacity and skill plan, a risk register and a measurable objective system (OKRs) against which every subsequent phase reports.

Process model

- 01 Program architecture**
Cut the program into value streams, epics and releases; define the delivery cadence (program increments) and synchronization points between agentic and classical delivery tracks.
- 02 Prioritization & sequencing**
Economic prioritization of epics via Weighted Shortest Job First (WSJF) and cost of delay; resolution of technical and business dependencies.
- 03 Capacity & skill planning**
Plan consulting, client and agent capacity per release; derive the skill build-up path (incl. agent orchestration, prompt and context engineering).
- 04 Risk & dependency management**
Systematic identification, assessment and treatment of program risks per ISO 31000; reference class forecasting against planning optimism.
- 05 Objectives & reporting**
Operationalize the business case into OKRs and value metrics; set up data-driven program reporting based on the Estimation Manager's scope baselines.

Methodology mix

METHOD	PURPOSE	REFERENCE
Scaled Agile Framework (SAFe) — elements	Program increments, PI planning and value stream organization as the program's cadence; adapted by ReqPOOL for agentic delivery tracks.	Scaled Agile Inc.
WSJF / cost of delay	Economic prioritization of epics by delay cost and duration; foundation of release sequencing.	Reinertsen (2009)
OKR (Objectives & Key Results)	Linking transformation goals to measurable results; quarterly objective review cadence across the program.	Doerr (2018)
ISO 31000 risk management	Framework for identifying, assessing and treating program risks, including AI-specific risks.	ISO 31000:2018

METHOD	PURPOSE	REFERENCE
Reference class forecasting	Correcting planning optimism through an outside view on comparable programs; empirically grounded effort and schedule estimation.	Flyvbjerg (2014)
PMBOK Guide — tailoring	Selective application of classical project management practices (stakeholders, procurement, contracts) within the agile program frame.	PMI (2021)

Platform support

ReqPOOL Suite: **Estimation Manager** (Estimate · Scope · Govern)

7-parameter estimation	IFPUG-compliant function point estimation from screens, use cases, business objects, interfaces, scheduled jobs, languages and roles — effort, cost and phase distribution in minutes instead of days.
Variant & scenario comparison	Classical, agile and agentic (AI-developed) delivery side by side — incl. token consumption, best/expected/worst ranges and cost per project phase as the basis for release and capacity planning.
Scope planning sessions	Versioned scope snapshots with baseline comparison; scope changes and their cost impact become measurable and graphically traceable over the lifetime.
AI-generated scope document	Complete project charter (goals, scope parameters, function points, costs, assumptions, out-of-scope, approval block) — editable, as PDF and DOCX.
Change requests & audit trail	Scope changes as separate, evaluated documents; role-based rights, audit trail and frozen calculation bases per snapshot.

Best-practice checklist

☐	Freeze the scope baseline before every program increment; capture every deviation as a change request with function point and cost delta.
☐	Calibrate estimation parameters in a workshop with business and IT — never accept AI proposals unchecked.
☐	Build the capacity plan on the expected variant and derive risk buffers from the worst-case range.
☐	Have the scope document approved as the project charter by the steering committee (gate: scope baselined).
☐	Limit OKRs to a maximum of five objectives per quarter and derive key results from the business case rather than inventing new ones.

Artifacts & outcomes

- Program architecture with release and PI structure
- Prioritized epic backlog (WSJF) with dependency graph
- Capacity and skill plan
- Risk register per ISO 31000
- OKR objective system with baseline measurements

Quality gate criteria

	Program plan approved by the steering committee
	Capacity for the first release firmly committed
	Top risks assigned with mitigations and owners
	OKRs equipped with baseline measurements

Scientific deep dives

Reinertsen: The Principles of Product Development Flow — Economic foundation of WSJF, queues and batch sizes in product development.
<https://reinertsenassociates.com/books/>

Flyvbjerg: What You Should Know About Megaprojects and Why (PMJ 2014) — Empirical evidence on cost and schedule overruns; basis of reference class forecasting.
<https://doi.org/10.1002/pmj.21409>

Scaled Agile Framework — knowledge base — Reference for PI planning, value streams and lean portfolio management.
<https://framework.scaledagile.com/>

ISO 31000:2018 Risk Management — International standard for risk management frameworks and processes.
<https://www.iso.org/iso-31000-risk-management.html>

PMI: PMBOK Guide — Standard reference for project management; tailoring basis for the program frame.
<https://www.pmi.org/standards/pmbok>